

# **Employee-based Brand Equity**

By

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## **DISSERTATION**

Submitted in partial fulfilment of the requirements  
for the Degree of Doctor of Philosophy in Marketing

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### **CERTIFICATE OF AUTHORSHIP/ORIGINALITY**

I certify that the work in this thesis has not previously been submitted for a degree nor has it been submitted as part of requirements for a degree except as fully acknowledged within the text.

I also certify that the thesis has been written by me. Any help that I have received in my research work and the preparation of the thesis itself has been acknowledged. In addition, I certify that all information sources and literature used are indicated in the thesis.

A handwritten signature in blue ink, appearing to read 'Tanya', with a long horizontal stroke extending to the left.

Tanya Supornpraditchai

To my parents who always give me love and inspiration, and to the memory of my  
aunt Usa

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### **Publications from Thesis Related Research**

#### **Refereed Conference Papers:**

Supornpraditchai, T., Lings, I.N. & Jonmundsson, B. 2006, 'Employee-Based Brand Equity', paper presented to the *UTCC International Conference in Business 2006: Revolution for the New Era Competition*, Bangkok, Thailand.

Supornpraditchai, T., Miller, K.E., Lings, I.N. & Jonmundsson, B. 2007, 'Employee-Based Brand Equity: Antecedents and Consequences', paper presented to the *ANZMAC Conference 2007*, Department of Marketing, University of Otago.

**List of Acronyms**

HR	Human Resource
HRM	Human Resource Management
CBBE	Customer-based Brand Equity
EBBE	Employee-based Brand Equity
BCB	Brand Citizenship Behaviour
OCB	Organisational Citizenship Behaviour
POF	Person-organisation Fit
CO	Customer Orientation
SOCO	Selling Orientation-Customer Orientation

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## **Abstract**

This dissertation examines the importance of company branding strategy aimed at company employees. The focus of brand equity research to date has been to advance the knowledge and understanding of the relationship between the brand and the customer. However, brand equity can also affect a company's employees. This study proposes a theoretically structured approach to measure brand equity from the employee perspective, and its outcomes. This study incorporates theoretical customer-based brand equity (CBBE) approaches of information economics and cognitive psychology to develop and test the employee-based brand equity (EBBE) framework. The present study employed a conceptual framework which addresses the relationship between brand equity and employee. This approach allows the researcher and practitioner to explore the perception of the company brand from the individual employee perspective.

Driven by the recognition of a need for empirical validation, the present study was guided by the research question: What is the role of brand equity for the employee? The following interrelated sub-questions have been formulated: (1) How can employee-based brand equity be conceptualised and measured? (2) What are the outcomes of employer brand equity? In this study it is hypothesised that where employees perceive their employer brand to have high equity, they are more able to deliver the company's brand promise to customers and are more likely to stay longer with the company.

Using the literature review as the point of departure, a conceptual EBBE framework was developed. A six-step approach was applied to ensure the comprehension of the measures. Using structural equation modelling (SEM) as the data analysis method, all major fit indices indicate satisfactory results. The results support hypothesised relationships between constructs in the conceptual model. The findings in this research confirm the necessity of understanding EBBE, which can enhance employee's brand commitment such as perceived value, person-organisation fit and identification with organisation. The empirical results of this study demonstrate that EBBE has a significant and positive impact on employees' brand commitment. Moreover, this study confirms that brand commitment affects employee behaviour, such as customer-orientation and retention.